# IN PERSON & VIRTUAL BOARD MEETING



\*The Committee meeting will be held following the Board of Retirement meeting scheduled prior.



**TO VIEW VIA WEB** 



### TO PROVIDE PUBLIC COMMENT

Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit the above link and complete the request form by selecting whether you will provide oral or written comment from the options located under Options next to the Committee meeting.

**Attention:** If you have any questions, you may email PublicComment@lacera.com. If you would like to make a public comment during the committee meeting, review the Public Comment instructions.

LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION 300 N. LAKE AVENUE, SUITE 650, PASADENA, CA

#### **AGENDA**

# A REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE AND BOARD OF RETIREMENT\*

#### LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

9:00 A.M., WEDNESDAY, SEPTEMBER 6, 2023\*\*

This meeting will be conducted by the Operations Oversight Committee and Board of Retirement both in person and by teleconference under California Government Code Sections 54953(b), (f).

Teleconference Location for Trustees and the Public under California Government Code Section 54953(b) The New Lanark Hotel: Mill One, New Lanark Mills, Lanark ML11 9BY, United Kingdom

Any person may view the meeting in person at LACERA's offices or online at <a href="https://LACERA.com/leadership/board-meetings">https://LACERA.com/leadership/board-meetings</a>.

The Committee may take action on any item on the agenda, and agenda items may be taken out of order.

### **COMMITTEE TRUSTEES:**

Alan Bernstein, Chair Herman B. Santos, Vice Chair Keith Knox, Trustee Antonio Sanchez, Trustee Jason Green, Alternate Trustee

- I. CALL TO ORDER
- II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)
  - A. Just Cause
  - B. Action on Emergency Circumstance Requests
  - C. Statement of Persons Present at AB 2449 Teleconference Locations

### III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of August 2, 2023

### IV. PUBLIC COMMENT

(Members of the public may address the Committee orally and in writing. To provide Public Comment, you should visit <a href="https://LACERA.com/leadership/board-meetings">https://LACERA.com/leadership/board-meetings</a> and complete the request form by selecting whether you will provide oral or written comment from the options located under Options next to the Committee meeting.

If you select oral comment, we will contact you via email with information and instruction as to how to access the meeting as a speaker. You will have up to 3 minutes to address the Committee. Oral comment request will be accepted up to the close of the Public Comment item on the agenda.

If you select written comment, please input your written public comment or documentation on the above link as soon as possible and up to the close of the meeting. Written comment will be made part of the official record of the meeting. If you would like to remain anonymous at the meeting without stating your name, please leave the name field blank in the request form. If you have any questions, you may email <a href="mailto:PublicComment@lacera.com">PublicComment@lacera.com</a>.)

### V. REPORTS

# A. LACERA Operations Briefing

Luis A. Lugo, Deputy Chief Executive Officer JJ Popowich, Assistant Executive Officer Laura Guglielmo, Assistant Executive Officer (For Information Only)

### VI. ITEMS FOR STAFF REVIEW

(This item summarizes requests and suggestions by individual trustees during the meeting for consideration by staff. These requests and suggestions do not constitute approval or formal action by the Board, which can only be made separately by motion on an agendized item at a future meeting.)

#### VII. ITEMS FOR FUTURE AGENDAS

(This item provides an opportunity for trustees to identify items to be included on a future agenda as permitted under the Board's Regulations.)

September 6, 2023 Page 3

VIII. GOOD OF THE ORDER (For Information Purposes Only)

IX. ADJOURNMENT

\*The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.

\*\*Although the meeting is scheduled for 9:00 a.m., it can start anytime thereafter, depending on the length of the Board of Retirement meeting preceding it. Please be on call.

Any documents subject to public disclosure that relate to an agenda item for an open session of the Committee, that are distributed to members of the Committee less than 72 hours prior to the meeting, will be available for public inspection at the time they are distributed to a majority of the Committee, at LACERA's offices at 300 North Lake Avenue, Suite 820, Pasadena, California during normal business hours from 9:00 a.m. to 5:00 p.m. Monday through Friday and will also be posted on lacera.com at the same time, <u>Board Meetings | LACERA</u>.

Requests for reasonable modification or accommodation of the telephone public access and Public Comments procedures stated in this agenda from individuals with disabilities, consistent with the Americans with Disabilities Act of 1990, may call the Board Offices at (626) 564-6000, Ext. 4401/4402 from 8:30 a.m. to 5:00 p.m. Monday through Friday or email <a href="mailto:PublicComment@Jacera.com">PublicComment@Jacera.com</a>, but no later than 48 hours prior to the time the meeting is to commence.

# MINUTES OF THE REGULAR MEETING OF THE OPERATIONS OVERSIGHT COMMITTEE AND BOARD OF RETIREMENT\*

#### LOS ANGELES COUNTY EMPLOYEES RETIREMENT ASSOCIATION

300 N. LAKE AVENUE, SUITE 810, PASADENA, CA 91101

1:45 P.M. - 1:50 P.M., WEDNESDAY, AUGUST 2, 2023

This meeting was conducted by the Operations Oversight Committee both in person and by teleconference under California Government Code Section 54953(f)

## **COMMITTEE TRUSTEES**

PRESENT: Herman B. Santos, Vice Chair (In-Person)

Keith Knox, Trustee (In-Person)

Antonio Sanchez, Trustee (In-Person)

Jason E. Green, Alternate Trustee (In-Person)

ABSENT: Alan Bernstein, Chair

# OTHER BOARD OF RETIREMENT TRUSTEES

Vivian H. Gray, Trustee (In-Person)

JP Harris, Trustee (In-Person)

# STAFF, ADVISORS AND PARTICIPANTS

Santos H. Kreimann, Chief Executive Officer

Luis Lugo, Deputy Chief Executive Officer

# STAFF, ADVISORS AND PARTICIPANTS (Continued)

JJ Popowich, Assistant Executive Officer

Laura Guglielmo, Assistant Executive Officer

Steven P. Rice, Chief Counsel

## I. CALL TO ORDER

This meeting was called to order by Vice Chair Santos at 1:45 p.m. In the absence of Chair Bernstein, the Vice Chair announced that Trustee Green, as the alternate, would be a voting member of the Committee.

- II. PROCEDURE FOR TELECONFERENCE MEETING ATTENDANCE UNDER AB 2449, California Government Code Section 54953(f)
  - A. Just Cause
  - B. Action on Emergency Circumstance Requests
  - C. Statement of Persons Present at AB 2449 Teleconference Locations

There were no requests received.

# III. APPROVAL OF MINUTES

A. Approval of the Minutes of the Regular Meeting of July 6, 2023

Trustee Sanchez made a motion, Trustee Knox seconded, to approve the minutes of the regular meeting of July 6, 2023. The motion passed by the following roll call vote:

Yes: Knox, Sanchez, Green, Santos

No: None

Absent: Bernstein

## IV. PUBLIC COMMENT

There were no requests from the public to speak.

### V. REPORTS

# A. LACERA Operations Briefing

Luis A. Lugo, Deputy Chief Executive Officer JJ Popowich, Assistant Executive Officer (For Information Only)

The Executive team presented the monthly briefing and was available to answer questions from the Committee. This item was received and filed.

#### VI. ITEMS FOR STAFF REVIEW

(This item summarizes requests and suggestions by individual trustees during the meeting for consideration by staff. These requests and suggestions do not constitute approval or formal action by the Board, which can only be made separately by motion on an agendized item at a future meeting.)

There was nothing to report.

## VII. ITEMS FOR FUTURE AGENDAS

(This item provides an opportunity for trustees to identify items to be included on a future agenda as permitted under the Board's Regulations.)

There was nothing to report.

#### VIII. GOOD OF THE ORDER

(For Information Purposes Only)

There was nothing to report.

### IX. ADJOURNMENT

There being no further business to come before the Committee, the meeting was adjourned at 1:50 p.m.



\*The Board of Retirement has adopted a policy permitting any member of the Board to attend a standing committee meeting open to the public. In the event five or more members of the Board of Retirement (including members appointed to the Committee) are in attendance, the meeting shall constitute a joint meeting of the Committee and the Board of Retirement. Members of the Board of Retirement who are not members of the Committee may attend and participate in a meeting of a Board Committee but may not vote on any matter discussed at the meeting. The only action the Committee may take at the meeting is approval of a recommendation to take further action at a subsequent meeting of the Board.

## FOR INFORMATION ONLY



# **Operations Briefing Report**

II.

September 6, 2023

# Operations Briefing Report

The Operations Briefing Report is divided into four distinct sections, beginning with a general highlight section where we share narratives of projects or operational issues that we feel need highlighted attention. For example, over the last few months we have provided updates on our annual "March Madness" season.

The remaining sections are designed to provide an "at-a-glance" update on projects and initiatives the organization is working on. Each section is divided into the categories listed below to make it easier for you to quickly see what has changed, what has not, and what is completed. We have assigned a color scheme to each section so that as you scroll through the report you will be able to easily identify which of the sections listed below you are in. We have alphabetized each section by project title to make it easier for Trustees to home in on a specific project of interest:

- New and Updated Information
- Existing Projects/Initiatives: No New Updates
- Completed Projects/Initiatives

Each "at-a-glance" section provides a summary of information so Trustees can quickly understand the project and its status. This includes the following fields:

Project/Issue Title – Brief Description:

- Type: Each project has been assigned a type (Strategic Plan, CEO (for CEO's 100 Day Report), MOG (Member Operations Group projects), and BSG (for Business Services Group projects).
- Start and Target Date: When the project started and its expected target date for completion.
- Project Lead(s): We have added a new information point to describe the project lead for that specific project.
- Color coded status section to indicate quickly where we are on the project.
- A brief annotated notes section to provide more detail on the status of the project.

•

Status Indicator Note Color coded statuses for a quick at-a-glance indicator to tell you how the project is proceeding.					
On Schedule	Delayed	Pushed Back			
(The project is on schedule and the team intends to meet the stated target date)	(The project is slightly delayed. The team does expect a one to two month slip in meeting the target date. Management is more actively watching the progress of these projects)	(The project has been impacted by a significant obstacle or has been suspended due to emergent priorities. Management is actively discussing remedial steps or has a plan waiting to be implemented)			

# • New and Updated Information

This portion of the Operations Briefing details projects and initiatives that are new or have updated statuses.

	Type	Project Sponsor	Start Date	Target Date
		Financial & Ac-		
Project / Issue Title	BSG	counting Services	May 2023	December 2023
Brief Description		Division		
		Project	Lead(s): Ted Granger	
			On-Schedule	
<b>Annual Financial Statement Prepa-</b>	2023 – Annual Financial Statements/Audit			
ration and Audit:	Staff kicked	off the June 30, 202	3, financial statement re	eporting season in May.
Government code sections require	Plante Moran, LACERA's external financial statement auditor, completed the in-			
that LACERA prepare annual financial	terim fieldwo	ork in June. The interi	m audit testing focused ເ	on member data, benefit
statements including footnotes and	calculations,	, internal control ass	essments and fraud in	terviews. Plante Moran
disclosures, obtain an external audit	met with the Audit Committee in June.			
opinion of those statements, and				
transmit the reports to the Los Ange-	- In August, staff completed a second financial statement closing process to cap-			
les County Board of Supervisors	ture any fis	cal year-end adjustr	ments, began preparing	g the Annual Financial

within	six-months	following	the	fiscal
year-e	nd.			

Statements (AFS) and note disclosures, and preparing for the audit. Staff started a regular cadence of weekly meetings with stakeholders such as the Investment Office and Plante Moran. LACERA received the information request list from Plante Moran and started gathering and providing the documents.

Plante Moran will complete final fieldwork during September and October. Staff expects to finalize the AFS and audit opinion by mid-October and provide LAC-ERA's AFS to Los Angeles County, so the County can finalize their financial statements prior to calendar year-end.

# Project / Issue Title Brief Description

# **Alameda Decision Implementation:** In 2020, the California Supreme Court issued its decision in the Alameda County Deputy Sheriff's Association v. Alameda County Employees Retirement Association ("Alameda"), chalthe constitutionality of lenaina changes passed in 2013 Assembly Bill 197, which amended the definition of compensation earnable, specifically, excluding pay items previously included such as unused vacation. termination pay, in-kind payments, and payments for services rendered outside of normal working hours. The Court upheld the constitutionality of the Legislature's actions. In 2021, the

ı ype	Project Sponsor	Start Date	Target Date			
MOG	Benefits	08/01/2020	TBD			
Project Lead(s): Shonita Peterson						
On Schadula						

Since the project started, staff have updated the salaries for 4,176 members to exclude Standby Pay and computed the contributions on earnings that occurred on or after January 1, 2013. Of those, 3,013 were actively employed, but only 2,284 had overpaid contributions. Since Active members cannot receive a refund while in service, LACERA suspended future contributions beginning with the March 30, 2022, salary (paid on April 15, 2022) through the point each member's balance had been depleted. Staff mailed 1,000 letters to the active members on February 11, 2022, and the remaining 1,084 letters on February 25, 2022. A split mailing was used to prevent overwhelming the Member Services Call Center.

Subsequently, staff identified 149 deferred and inactive members, most of whom were entitled to a refund. Staff issued 132 checks to those members entitled to a refund. The balance of seventeen were not owed a refund.

The Systems Division developed programming to remove the Standby Pay code earnings for all retirees who retired on or after January 1, 2013, and recalculated their FAC earnings once the pay codes were removed. Per the BOR approval,

Legal Office notified the Board of Retirement that it had completed an initial review of LACERA legacy pay codes and determined that Standby Pay did not meet the expanded understanding of compensation earnable because of the Alameda Case.

these members were subject to having their benefits adjusted prospectively from August 30, 2020, following the court's decision.

Beginning May 24, 2022, LACERA notified 710 members via email that their monthly benefit allowance will be reduced effective July 31, 2022. Of these, 405 members were notified that due to the retroactive deduction of benefits to the August 2020 monthly allowance, they have been overpaid and will be required to repay the overpaid benefits. Members will be given the option to repay by lump sum, or via deductions from their benefits over a period of time (including financing interest). The remaining 305 retirees were mailed a refund check for the overpaid retirement contributions that exceeded the overpaid retirement benefit. An additional fifty-six members with Standby Pay neither have a refund nor a benefit change due to the timing of their standby pay, while a Plan E member, or having a 30-year cancellation.

The team working on this project has identified five groups of members who will be impacted by this project. The chart below reflects the progress of the project.

Alameda Project	Current	Report
Status	8/31/	2023
Row Labels (Type, Status, Detail, Outstanding)	Count	%
Pending Notification (Staff Reviewing and Processing)	700	14.49%
Active	55	1.1%
Retired	12	0.30%
Deferred/Inactive	0	0.0%
Deceased	43	0.8%

Other – *Active/Ex- ceptions	590	12.20%
Withdrawn	0	0.0%
Completed	4,132	85.51%
Active	3,004	62.2%
Retired	867	17.94%
Deferred/Inactive	149	3.1%
Deceased	0	0.0%
Withdrawn	56	1.2%
Not affected	56	1.2%
Grand Total	4,832	100%

\*Alameda Project – Active Members: In addition to the 178 Retired / Deceased / Survivor / Legal Split Payee cases, there are a total of 625 Active Exception cases that require manual review and processing by the specialist. The Workspace Support Team previously informed the Benefits Team of this population. However, because we were concentrating on the retired population, we overlooked and did not report the Active Exception population. Our priority is still focused on the Retired / Deceased / Survivor / Legal Split Payee cases first. In June 2023, we initiated the collection process for affected members within this portion of the population.

Project / Issue Title Brief Description	Type	<b>Project Sponsor</b>	Start Date	Target Date
	Strategic	Executive (MOG/BSG)	08/24/2022	11/2/2023
	Project Lead(s): JJ Popowich, Luis A. Lugo, & Iveta Brecko (PM)			
	On Schedule			
Case Management Project (SOL):	In May of 2022, the BOR approved LACERA's recommended vendor, Eccentex,			
Phase I	to partner w	ith LACERA to deve	elop our Case Manager	ment System. Eccentex

Implement a case management system that will improve efficiency in processing member requests, provide accurate status and data collection for metrics, and improve the member experience.

Processes included in Phase I are: Disability Retirement Services Disability Litigation Office Benefits – First Payment was selected after an extensive review of thirteen vendor proposals received from our RFP.

The Case Management Project Team completed a Sol Interface and Functionality Presentation to the Executive Management and critical Division Managers. The User Acceptance Testing (UAT) phase of Sol for the Disability Retirement Services (DRS) and Disability Litigation Office (DLO) has progressed steadily. Disability Litigation Office is finalizing the 2nd round of UAT.

The Projected GO-Live Date for the DLO module will be on August 31<sup>st,</sup> while the Disability Retirement Services GO-Live Date has been pushed back to September 22<sup>nd</sup> to incorporate Internal Training and User-Guide completion.

The Benefits First Payment Team has started reviewing the developed Payroll Approval Process, Different Levels of Approvals and Proxies, and the interface for any modifications and fine-tuning. Another Epic, a significant and organized activity involving Special Payments, Overpayments, and Underpayments, has also been developed in Sol. The Benefits First Payment Team will continue reviewing the first developed version in Sol for any issues and provide the necessary fine-tuning if needed. The team is still on track to GO-LIVE for the First Payment module on the 1st week of November.

	Type	<b>Project Sponsor</b>	Start Date	Target Date
Project / Issue Title	Strategic	Exec (MOG)	02/28/2022	12/31/2023
Brief Description	Project Lead(s): JJ Popowich & Cynthia Martinez			
	Pushed Back			
Communications Plan:	The LACERA executive team met on August 30, 2022, to review and discuss the			
The development of a strategic Com-	Communicat	tion Plan(s) drafted b	by both EKA (the Board	d of Retirement's public
munications Plan providing an over-	relations cor	sultant) and the LAC	CERA Communications	division. Both plans out-
view of the guiding principles used to	lined a mo	re tactical approac	ch to engaging our i	members and various

communicate with LACERA's various stakeholder groups. The plan will also provide an overview of the channels, resources, methods, planned campaigns, and current commitments of the Communications team. The plan will outline how our communications Division has been designed to be flexible and responsive to our needs as we fulfill our communication goals.

stakeholders, as opposed to a strategic roadmap. The team discussed opportunities and ideas for improving the Communication plan document. We are going to coordinate these efforts with our Strategic Planning process, since the work overlaps with our current Strategic Planning efforts.

The Communications team is beginning the process of updating the draft Communications Plan to incorporate the Strategic Plan priorities and other feedback provided by the Executive Team.

<b>Project / Issue Title</b>	
<b>Brief Description</b>	

# **Enterprise Budget Application** (Questica) Implementation:

LACERA is implementing its first automated enterprise budget application which will be used for budget development and budget control and will integrate with LACERA's financial system, Great Plains. This system replaces a manual budget development process that relies on Microsoft Excel and Word. It will also ensure that managers have real-time budget to actual reporting capabilities for data informed decision making.

Type	<b>Project Sponsor</b>	Start Date	Target Date
BSG	Executive (BSG)	10/06/2022	09/30/23
	4 1 1/ 3 1		

# Project Lead(s): Laura Guglielmo and Cookie Jaranilla (PM) Delayed

After an extensive RFP and selection process, the Board of Retirement approved the selection of Questica on October 6, 2022. The contract and statement of work were finalized, and the project kick off meeting was held with the LACERA Budget Team and Questica team on November 17, 2022.

The Project team has continued to fine-tune Questica's Budget Modernization application in the following areas:

- Required roles for Change Request Permissions
- General Ledger (GL) Account Roll-up and Reporting Requirements
- Personnel Sync Integration
- Amended Budget Export
- View Creation

The Project Team has discussed the User Training Plan and expectations with Questica's Trainer. The User Training with LACERA is scheduled for

September 19th and 20<sup>th</sup> 2023. Additionally, all MAC and SAC team members will participate in a Budget Basics training session on September 14 and 15, 2023, to ensure they have a good foundational understanding of budget concepts and processes. The projected Go-Live date has been scheduled for September 30, 2023.

	Type	Project Sponsor	Start Date	Target Date
Project / Issue Title	BSG	Administrative Services	03/01/2022	09/27/2023
Brief Description	Project Lead	d(s): Roberta Van No	rtrick, Celso Templo &	Michael Dozier (PM)
			Delayed	
Enterprise Contract Lifecycle Management (ECLM) Solution: Pursuant to a recommendation by Administrative Services staff, the Operations Oversight Committee (OOC) on March 2, 2022, authorized a Request for Proposal (RFP) for software and consulting services to procure, configure, customize, and implement an ECLM system, which was published on LACERA.com on March 4, 2022.	ation team revidemonstrated recommendation September 20 mended vendo prise Contract  The ECLM So available for use SMEs have be available in procession of the Contract of Contract of Consolion of Al Capation Reportion of Consolion of Reportion of Consolion of Contract of Consolion of Consol	riewed all RFPs and set their solutions to the son to the Board of Ref 22 Board Meeting. Tor, Cobblestone, at the Lifecycle Management olution's Iteration 1 hase. Systems, Admin Seen conducting their Loduction are the followed the Repositories Portal of Approval Chain dated Bid Responses abilities – Drafting, Rev	elected five vendors as team. A final vendor hat tirement was scheduled he Board of Retirement September 2022 Board system.  Is been completed. ECL Services, Legal, Investmal Jack Acceptance Testing ving:  and Evaluation – RFP Noviewing & Executing of Cast, Solicitations, Contract	Contracts

The ECLM Project Team is on target to complete Iteration 2 by the end of August, which involves conducting the UAT, utilizing Vendor Portal in production, signing off on the Data Integration with Great Plains and Accounts Payable Certify applications, and starting End User Training of selected Business Divisions.

	Type	<b>Project Sponsor</b>	Start Date	Target Date
Project / Issue Title	BSG	Executive (BSG)	10/01/2022	12/30/2023
Brief Description		Project Lead(s): C	arly Ntoya and Don So	ong (PM)
			Delayed	
Human Resources (HR) Digitiza-		-	0,1	n Council approved the
tion:	Human Resources Digitization Project. Funding for the project was approved as			
LACERA is currently converting	part of the FY 2022-23 budget.			
350,000+ paper Human Resources'				
personnel, payroll, medical, and	The temporary resource has been participating in status meetings, conducting			
classification files to electronic files to	scanning tasks, and was recently provided with extra training in the scanning			
allow quick retrieval of documents by	process to ensure optimal efficiency. Another scanner has been configured and			
a hybrid workforce, shared access to			ogress of the HR histori	
information, full text search	team has scanned 27% of the 350,000 HR historical files including 23,000			
capabilities, and an audit trail of	pages since	last month.		
document access.				

	Type	Project Sponsor	Start Date	Target Date	
Project / Issue Title	BSG	Executive (BSG)	01/01/2023	09/30/2023	
Brief Description	Project Lead(s): Carly Ntoya and Michael Dozier (PM)				
	Delayed				
Human Resources (HR) Case Man-				tion Council approved a	
agement:				ling for the project was	
LACERA seeks a case management	approved du	uring the FY 2022-23	l midyear budget adjust	tments. The HR project	
solution that supports Human					

Resources workflow with automatic notifications, document management, and version control as well as the ability to view HR workloads on an interactive dashboard.

team selected ServiceNow's Human Resources module for their case management solution.

Since August, the Winward Implementation team has been testing the HR Case Management Module. The projected schedule of Phase I testing will end in the last week of August. Phase 2 Discovery Session involving the Knowledge Management & New Hire workflows have begun. Phase 2 completion date is scheduled for the 3rd week of Sept. The HR Case Management's GO-LIVE date is projected for September 30th.

	Type	Project Sponsor	Start Date	Target Date			
Project / Issue Title	Strategic	Exec (MOG)	01/01/2013	TBD			
Brief Description	Project Lead(s): Cynthia Martinez						
			Pushed Back				
PEPRA Implementation: Annual Benefit Statement LACERA does not currently offer an Annual Benefit Statement (ABS) for	rately, automatically, calculate a member's FAC. This project is moving forward now that the FAC issue is nearly resolved.						
PEPRA members.							
	The team has decided to pursue a change in how we generate the vide us with more flexibility in distribution of the new ABS, we'll generating a digital version which will decouple LACERA's reliancized programming with our print vendors. This should also shorte						

complete and publish a new ABS. The team is still working on defining a target
date, but we have set a preliminary target date of November 30, 2023.

	Type	Project Sponsor	Start Date	Target Date		
Project / Issue Title	Strategic	Executive (MOG)	01/01/2013	10/30/2023		
Brief Description	Project Lead(s): JJ Popowich & Lynn Francisco					
	Delayed					
PEPRA Implementation: FAC	As of late April 2023, the LACERA team and Auditor Controller's Office continue to					
Issue		and make progress t	owards the agreed upor	n deadline of June 30,		
The Final Average Compensa-	2023.					
tion for PEPRA members is ex-						
clusive of most pay items except			long with LACERA CEO			
base pay. The County uses pay			Barrera, to discuss the ur			
code 099 as their base pay code.		•	ility of AC resources, the	<u> </u>		
This pay code has embedded	_	•	ject in February and have	•		
pay items within the code that	•	•	The team has been meet	ing bi-weekly to ensure		
are not pensionable compensa-	we remain focu	ised on completing this	s project on-time.			
tion under PEPRA. To accurately	O M	2002 40	-4 file the DEDDA			
calculate a member's benefit,		•	est file on the PEPRA em	9 9		
these non-pensionable compen-			testing and confirmed the	•		
sation items need to be filtered	• •	•	a more accurate Final A			
out.	duction environ		our internal programs to i	use these liles in a pro-		
	duction environ	iment.				
	Systems comp	leted the undates to ou	ır systems to he ahle to ii	ngest the data from the		
	Systems completed the updates to our systems to be able to ingest the data from the new files the AC created for us. However, the team has encountered some additional					
	delays in the testing and validating of the functionality of the programming. The team					
	•	•	ion process by Septemb	J J		
			lementation. We are still			
	_		er 30, 2023 target date.			
			<b>.</b>			

A secondary effort to use Robotic Processing Automation (RPA) to help automate the manual process of accessing member payroll records and entering the required information into the manual Excel sheets used to calculate the FAC is on-going. The AC and LACERA had held several discovery meetings to help AC programmers understand the manual process. The AC and ISD teams working on this application provided a demo to the LACERA team in May.

Given that the RPA will not be completed prior to the AC completing the permanent solution, the team has been evaluating the need to continue development. Ultimately, the team determined that there is value to the RPA process when having to manually research accounts for problems and appeals. The team has provided feedback to the ISD team and we are continuing to refine the tool. The tool will be used for supplemental research if questions are raised about the PEPRA FAC.

	Type	<b>Project Sponsor</b>	Start Date	Target Date		
Project / Issue Title	BSG	Executive (BSG)	01/01/2023	TBD		
Brief Description		Project Lead(s): L	uis Lugo and Gnan A	rige (PM)		
			Delayed			
Policy Management Solution:	In Septembe	er 2022, the Informat	ion Technology Coordin	ation Council approved		
LACERA seeks an automated solu-		. ,		, review, approval, and		
tion to support LACERA Policy Management Process.	maintenance of LACERA policies as well as track the versions and acknowledgement of policies. Funding for this project was included in the FY 2022-23 budget. The policy management project team issued a Request for Quote (RFQ) and reviewed quotes submitted by interested vendors and consultants.					
	Requirement September Committee s	ts. The team will Policy Committee n signs off the Project N	present the Final Dra neeting. As soon as th	alized the Scope and ft for approval at the ne Policy Management provide Compass 365 a rement.		

	Type	<b>Project Sponsor</b>	Start Date	Target Date			
Project / Issue Title	Strategic	Executive (MOG/BSG)	06/15/2022	08/31/2023			
Brief Description	Project Lead(s): JJ Popowich & Shonita Peterson (PM)						
	On Schedule						
Prepaid Bank Card Project: Introduction of a prepaid bank card option for monthly benefit payments.	In June 2022, the OOC approved the release of a Request for Proposal (RFP) for a Prepaid Debit Card Service. LACERA seeks an easily accessible alternative to paper checks for monthly participant retirement and survivor benefit payments. The goals are three-fold: to provide a lower cost alternative to issuing checks for those participants without a banking relationship who are likely to pay fees to access their benefit payment, to reduce the number of monthly benefit payment checks issued by LACERA, and to create a more reliable payment process in the event of a disaster that impacts the ability to mail monthly paper checks. A secondary goal is to reduce or eliminate paper checks that are mailed to one-time payees by offering prepaid bank cards and direct deposit for death benefits and withdrawals.  On September 30, 2022, LACERA received two proposals for Prepaid Debit Card						
	Services. A cross functional evaluation team reviewed the proposals, and the vendors presented their services to the team. The selection team identified Conduent as the vendor of choice and the recommendation was approved by the Board of Retirement at the April 2023 board meeting.  We are currently in the contract execution stage with Conduent. The contract is currently under review by LACERA's legal division.						

	Type	<b>Project Sponsor</b>	Start Date	Target Date		
Project / Issue Title	RHC	Exec	March 2021	TBD		
Brief Description	Project Lead(s): Santos H. Kreimann & Luis A. Lugo					
	Delayed					
Retiree Healthcare Administration:	LACERA and the County CEO's office are still in active communication in ad-					
Lifetime Maximum Benefit Project	dressing the Lifetime Maximum Benefit issue. LACERA provided the Board of					
	Retirement (BOR) with a formal report and update on our progress during the					
	August 2, 2023 meeting via closed session. LACERA and the County continue					
	to meet bi-w	eekly to ensure elimi	nation of the Lifetime M	aximum.		

	Type	Project Sponsor	Start Date	Target Date		
Project / Issue Title	Strategic	Exec (MOG)	07/01/2022	09/30/2023		
Brief Description	Project Lead(s): Kevin Hawkins					
			On Schedule			
Tax Table Changes for 2022: Phase			•	with tax counsel to un-		
II: Online Tax Calculator & ADR Re-	derstand the	intricacies of the cha	anges to the W-4P tax wi	thholding form for 2022.		
design						
The IRS published updated tax tables		•		thholding Certificate for		
for 2022 which became effective Jan-			<b>-</b>	W-4P withholding form)		
uary 1, 2022. The IRS finalized a re-			•	enter member tax elec-		
vised Federal Withholding Certificate			•	My LACERA so mem-		
for Pension & Annuity Recipients	pers can cor	nplete tax election cl	nanges tnemselves.			
(commonly referred to as a W-4P tax	The team ale	o identified addition	al tacks that pood to be	nampleted in Dhase II of		
withholding form). These follow up projects are designed to improve the		hese tasks include:	ai tasks that need to be t	completed in Phase II of		
overall Member Experience.	li le Tollout. T	nese lasks include.				
Overall Member Experience.	Developing and releasing a tax calculator on the Member Portal. This tax					
	Developing and releasing a tax calculator on the Member Portal. This tax calculator is a planning tool separate from the election function that was					
	previously released. The tax calculator is also scheduled to be integrated					
	into the retirement estimate process so members can see what their net					
			•	nitial version have been		

finalized, and programming is underway. Systems provided a demonstration to stakeholders in May 2023. Systems added an initial version of the calculator to Workspace in July 2023 for select staff to test and provide feedback. User feedback will be collected in August 2023 and shared with Systems.

 An Automatic Deposit Receipt ADR redesign. Staff are working with the vendor to determine if all the information for the proposed ADR redesign will fit into the same amount of space allotted for the current ADR information. Staff developed a redesign that will fit the allotted space. A business rule with an embedded copy of the proposed layout has been distributed to stakeholders for approval. The redesign has been approved by stakeholders. A meeting is scheduled in August to discuss the implementation plan.

	Type	Project Sponsor	Start Date	Target Date	
Project / Issue Title	BSG	Exec (BSG)	October 2021	09/15/2023	
Brief Description	Project	t Lead(s): Laura Gu	glielmo, Ted Granger &	& Cookie Jaranilla	
			Pushed Back		
Travel/Expense/P2P Software:	Accounts Payable (AP) Module				
LACERA has procured "Certify" soft- ware created by Emburse, an ac- counts payable automation and ex- pense management provider.	ac- The AP Certify Project Team's User Acceptance Testing has been complete				
	• Disak	n Services Procurem pility Retirement Serv ncial and Accounting		D)	

- Legal Office
- Systems

The Project Team has been collaborating with the Emburse, the Solution Integrator, and Subject Matter Experts to ensure the ACH payment processing with LACERA's Vendors will be processed according to the accepted requirements. The AP Certify Project Team will conduct additional User Acceptance Testing on the AP Certify Reporting and Data Integration functionalities with dependent systems, including the Enterprise Contract Lifecycle Management Solution and Great Plains. We re-scheduled our Go-Live Date to mid-September.

# • Existing Projects/Initiatives: No New Updates

This portion of the Operations Briefing will detail on-going projects that have no current changes in status.

	Type	<b>Project Sponsor</b>	Start Date	Target Date
Project / Issue Title	MOG	Benefits	04/01/2021	12/31/2023
Brief Description		Project I	_ead(s): Louis Gittens	
			Delayed	
COLA Bank Retroactive Changes: In April of 2021, the Board of Retirement approved corrections to the COLA Accumulation Bank, which involved making retroactive corrections, recalculating benefit allowance amounts, and paying members retroactive benefits due to a discrepancy discovered in the COLA Accumulation.	calculations ing on this p  Phase I-IV: million in ret pacted, 8,51 members an The fourth p tive benefits project begamembers an Phase V: Th receiving be eficiary(ies) ceased men the focus on Systems and cessing and	needed to pay retroatroject in July 2023.  As of the date of this roactive COLA earn 1 accounts have been as a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase is not be survivors currently hase in the project, which is not become a survivors currently hase involves a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently hase of the project, which is not become a survivors currently has a survivors currently has a survivors currently has a survivors currently has a survivors currently hase of the project, which is not become a survivors currently has a sur	to five phases based of ctive benefits to member as report, LACERA has ings. Of the 9,672 member systematically resolve in a payment status.  Which requires manually as in a payment status. To staff have manually cast and earlier this year.  Is deceased members with quires research to idente a retroactive benefits the currently delayed due to be implementation.	paid out just over \$3.8 nbers and survivors imed, which represents all calculating the retroactive manual phase of the alculated COLAs for 455 at the appropriate benat were due to the descriptions of our pension adsing for future projects.

COLA Bank: Retroactive Payment Project					
Status Number Percentage					
(As of 3/31/23)					
Completed	8,511	88%			
In-Process	1,161	12%			
Grand Total	9,672	100%			

Although previously delayed, Benefits is in the process of training new staff on this project to perform manual processing.

	Type	Project Sponsor	Start Date	Target Date
Project / Issue Title	BSG	Executive (BSG)	01/01/2023	11/30/2023
Brief Description	P	Project Lead(s): JJ P	opowich and Michael	Dozier (PM)
			Delayed	
LACERA Incident Response Team (LIRT) Management Solution: LACERA seeks a solution that automates the tracking and workflow of LACERA incidents.	LIRT incider incidents. The Contract collaborating incidents. The implemented ment (ITSM) customize the cess regarding already own cific process budget. We	nt management solutions LIRT project teamed at LACERA: Services. LACERA is current to incident workflow of ing incident tracking, is this product and is easy we are able to absolute expect this project to the expect this project to gwith the Executive States.	on Technology Coordination project to automate to decided to leverage a eNow Information Technily selecting a business of ServiceNow's ITSM to management, and report only configuring one mosorb the cost of the proposor of the cost of the cost of the proposor	tion Council approved a the tracking of LACERA product that is already hology Service Manage-partner to leverage and support LACERA's proting. Because LACERA dule to support our speciect in the FY 2022-23 2023.  ompleted. We will start ion Technology, & Subde Requirements in mid-
	,			h Winward, incorporate

them in the Discovery and Assessment Sprints, and schedule a formal Vendor Kickoff in the last week of September.

Project / Issue Title Brief Description	Type Strategic	Project Sponsor Executive (MOG) Project L	Start Date  ead(s): Louis Gittens	Target Date
Pre-2003 Pension Reserve Cleanup: Prior to January 1, 2003, non-vested contributory individuals were required to withdraw their contributions upon termination as they were not entitled to future benefits. The law was changed as of that date and non-vested members are now permitted to leave funds on deposit and later retire. LACERA has attempted to contact the non-vested individuals who terminated prior to 2003 and still have funds on deposit so they can withdraw their funds.	This month, tifications to	we determined which secondary addresses	letters were returned to	673 affected individuals. o LACERA and sent no- l. Our next course of ac- pers.
The purpose of this project is to ensure that LACERA sends written notice through Certified mail to the most valid address we can find. Individuals in this group who still have funds on deposit after this initiative will have their funds placed into the Pension Reserve.				

		Type	<b>Project Sponsor</b>	Start Date	Target Date	
	Project / Issue Title	MS	Executive Office		11/01/2023	
Brief Description		Project Lead(s): Jonathan Tran and Maritza Perez				
		On Schedule				
	Potiroment Counceling Podecian	$\Lambda$ to am of $M$	ombor Sorvices subje	et matter experts under	the direction of the pro	

# **Project:**

The basic retirement counseling process for members considering retirement has not changed in many years. While checklists used to counsel members have been updated over time, a top to bottom review of the process has not occurred in some time.

The Member Service team has undertaken a project to modernize the counseling process to incorporate a true omnichannel approach by integrating the Retirement Planning section on LACERA.com and the My LACERA portal into the counseling process. Integrating these resources into the retirement counseling process will allow members to connect with LACERA in more ways than ever and help pave the way for future innovations and streamlined services.

**Retirement Counseling Redesign** A team of Member Services subject matter experts under the direction of the project leads have been meeting and developing a new retirement counseling model.

> The team has reviewed all data points and information shared with members during counseling sessions ranging from a few minutes to the more in-depth counseling sessions lasting an hour or more. The review is intended to ensure we are covering all of the vital information needed during our counseling sessions. The results of this review have led to updates to checklists, collateral material provided to members, and seeks to integrate the new Retirement Planning section on LAC-ERA.com and My LACERA portal into counseling.

> Over the last few months, the team has been beta testing this new counseling model during actual member counseling sessions. This beta testing process has allowed the team to collect vital member and staff feedback on the new model.

> The team is now in the final stages of this project. They are working with the Communications team to update the Retirement Planning section on LAC-ERA.com with additional information that will support key discussion points and feed into new communication collateral. Additionally, the team is working with Quality Assurance, Benefits, and PMG to launch a revamped PEPRA Final Average Compensation training module for all Member Services staff. Currently staff receive basic training during the CORE Benefits training course. This new module will provide specialists with an in-depth overview of the new Business Rules applicable to calculating a PEPRA member's FAC and how this affects other processes."

Training for all Member Services staff is expected to begin within the first quarter
of FY 2023-2024.

	Type	<b>Project Sponsor</b>	Start Date	Target Date		
Project / Issue Title	Strategic	Exec (MOG)		12/30/2023		
Brief Description		Project Lea	nd(s): Vanessa Gonzal	ez		
			Completed			
Retirement Estimate Redesign: A legacy strategic plan goal to redesign the retirement estimate and election form as a retirement prospectus to provide members with all the information they need to make an informed decision about their retirement.	ness. However, the COVID-19 Pandemic placed this project on hold.  The team re-evaluated the redesigned estimate, taking into account staff and					
	and released form and the cides with a tirement con ERA.com in	d a new Retirement E feedback gathered, larger Member Expe unseling across all the counseling proce	lection form. The team verification form. The team verification to create a new retirement of the standar available channels are ses.	section on LACERA.com will be using this election sent estimate. This coincidize and streamline rend incorporating LAC-ect may be useful in cre-		

	Type	Project Sponsor	Start Date	Target Date				
Project / Issue Title	Operations	Exec (MOG)	June 2021	TBD				
Brief Description	Project Lead(s): JJ Popowich							
			Pushed Back					
Retroactive Payroll Adjustments:	Following the	e AC's programming	change, LACERA impl	emented a testing regi-				
Prospective Correction	men to ensu	re that the contribution	ons were being deducte	d as expected.				
The Auditor-Controller is responsible								
for collecting contributions on all com-	In August, th	ne AC notified LACE	RA that they were adjus	ting the time frame that				
pensation earnable and pensionable	they would b	e withholding contrib	utions for retroactive ad	justments to 60 months				
earnings compensation at the time of	(from the cui	rrent 99 months). All	retroactive earnings pa	id for pay periods more				
payment. For many years, the AC has	than 60 mor	nths in arrears would	d no longer have contr	ibutions deducted from				
not been collecting contributions on	them. This cl	hange was made by t	the County due to excess	sive degradation in their				
retroactive payroll adjustments. In	payroll syste	m's performance.						
2021, the AC made changes to their								
programming to take deductions at	,			llection of contributions				
the time of payment. However, there	for adjustments more than 60-months old. A few ideas were generated from the							
are still some situations where these	meeting, and we will continue to work with them to develop a procedure that both							
contributions are not being collected.	the County and LACERA can support.							
	No change h	as occurred on this i	ssue.					

# Completed Projects/Initiatives

This portion of the Operations Briefing will detail projects and initiatives that have been completed during the Fiscal Year 2023 - 2024.

	Type	Project Sponsor	Start Date	Target Date
Project / Issue Title Brief Description	BSG	Financial & Ac- counting Services Division	August 2022	June 2023
		Project	Lead(s): Ted Granger	
			Completed	
Actuarial Valuation Reports: 2022			uarial Risk Assessme	
Actuarial Valuation of Retirement Benefits		•		Actuarial Risk Assess-
The Government Code requires that	•	•		Valuation report, to the here were some follow-
valuations of the Retirement Fund		` ,	•	A may have on setting
(Pension Plan) be performed at least				t some additional infor-
once every three years. The Board of		tuture BOI meeting.	•	
Investments' 2013 Retirement Benefit				
Funding Policy requires valuations be				
completed annually. These reports				
are prepared to determine employer and employee contribution rates and				
to measure the funded status of the				
Pension Plan. In addition, the valua-				
tion report provides information used				
to prepare the Governmental Ac-				
counting Standards Board (GASB)				
Statement Number 68, financial state-				
ment reports. Plan Sponsors use the				
GASB reports to obtain information				

required	for	their	financial	statement
disclosur	es.			

	Type	<b>Project Sponsor</b>	Start Date	Target Date
Project / Issue Title Brief Description	BSG	Financial & Ac- counting Services Division	July 2022	August 2023
		Project	Lead(s): Ted Granger	
			Completed	
Actuarial Valuation Reports: 2022 Other Post-employment Benefits (OPEB) Actuarial Valuation The retiree healthcare (RHC) program administered by LACERA on behalf of Los Angeles County includes retiree healthcare benefits such as medical and dental insurance plans and death benefits. GASB refers to these benefits as Other Post-Employment Benefits (OPEB) for financial reporting. GASB Statement Number 75 prescribes financial statement reporting standards for OPEB programs. Actuarial valuations are prepared annually for Los Angeles County and LACERA's Board of Retirement to make funding decisions and to provide the information for the GASB 75 report which is used for employer financial statement reporting.	Milliman corresults to the The upcomi experience s	Board of Retiremen	022, OPEB Valuation Re t on August 2, 2023. arial reporting cycle will i	

DATE RECEIVED	REQUESTER	DOCS REQUESTED
07-18-23	N. Lee, Preqin	Request: Up to date list of all Hedge Funds and Fund of Hedge Funds that LACERA is an Investor. List should include commitment, contribution, and distributions.
		Transmitted 1 document.
		Legal sent on July 20, 2023, via email, the responsive document shown below.
		Preqin FOIA Request – July 2023.xlsx.
07-20-23	K. Reinhart, PEI Group	Request: Quarterly cash-flow reports from Q4 2022 to Q1 2023 on an individual quarterly basis for all private capital investments in digital Format.
		Transmitted 1 document.
		Legal sent on July 20, 2023, via email the responsive document shown below.
		PE RE Fund reports Q4 2022 Q1 2023.xlsx.
07-21-23	R. Pippin, ALADS	Request: All forms of written correspondence to and from LACERA, offices of CEO of LA County and/or LA County Auditor Controller concerning adjustments implantation in total compensation paid member represented by ALADS effective July 1, 2023.
		Transmitted 1 document.
		Legal sent, on July 27, 2023, via email, the responsive letter shown below.
		Pippen Response, 072723.pdf
		Legal sent, on August 15, 2023, via email, that LACERA expects to produce all non-exempts and redacted records by August 25, 2023. A list of each bargaining unit that ALADS represents was respectfully requested again.
08-03-23	H. Ahaiwe, HR, LA County	Per monthly request:
	and 1 other Recipient	Transmitted 1 document.
	псорин	Executive Office sent, via email on August 3, 2023, the responsive document shown below.
		MonthlyAgenda.csv for August 2, 2023.

DATE RECEIVED	REQUESTER	DOCS REQUESTED
08-03-23	LA County Sheriffs Dept and 3 other Recipients	Per monthly request:  Transmitted 2 documents.  Executive Office sent via email, on August 3, 2023, the responsive documents shown below.  Monthly Agenda Reports for Sheriff Department Listing and Fire Department listing, each dated August 2, 2023.
08-03-23	C. Siverson, Fire, HR, LA County and 5 other Recipients	Per monthly request:  Transmitted 1 document.  Executive Office sent via email, on August 3, 2023, the responsive document shown below.  Board of Retirement Meeting on August 2, 2023, Benefit Approval List.pdf.
08-03-23	J. Lu, Zimmerman Reed	Request: The names and contact information of retired Department firefighters receiving pensions (e.g., CalPERS) beginning January 1, 2013. The information requested includes rank upon retirement, retirement year, and years of service.  Legal sent, via email on August 4, 2023, responsive statement that the request is for "CalPERS" pension information. LACERA does not keep CalPers pension payment records and is not Custodian of those records. CalPers should be contacted. LACERA has no responsive records.
08-09-23	X. M. Revil, with. Intelligence	Request: Information relating to performance of all hedge funds/absolute return funds invested in for Q1 2023 and Q2 2023.  On August 9, 2023, requested the responsive documents. Upon receipt of the documents, Legal will send the responsive information to the Requester.  Transmitted 1 document.  Legal sent on August 18, 2023, via email, the responsive document shown below.  HF Data Q1 & Q2 2023.xlsx.



# REPORT OF FELONY FORFEITURE CASES

# August 22, 2023

#	MEMBER'S LAST NAME	MEMBER'S FIRST NAME	DEPT.	CONVICTION DATE	LACERA NOTIFIED	FINAL IMPACT NOTICE SENT	STATUS*	DISABILITY STATUS
64	RIDLEY-THOMAS	MARK	BOS	3/31/2023	3/31/2023		DELAY - CD	
61	SHEPOS	THOMAS	CEO	1/23/2023	2/14/2023		PEND	

#### STATUS LEGEND:

•APPEAL: Pending an appeal filed with LACERA
•6LOSED: RET: Retired member, case is complete
•6LOSED: DEF: Deferred member, case complete.

•6LOSED: INA: Inactive member – not eligible until age 70, case closed

• DELAY-MI: Member input needed (i.e. pending a legal split decision)

• DELAY-CD: Pending a court decision (reduction in charges pending conditions being met)

• ₱END: Case is currently in evaluation and notification stages

•₩ITHDRAWN: Member withdrew prior to conviction – no impact.